

Brio Music Delivery: A Musician's Adventure into the Business World

An Honors Thesis (HONR 499)

by

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Abstract

This project is founded upon the real world experiences of a capstone semester in the study of entrepreneurial music. A complete business plan has been produced as a result of experiences in operating a business in the local Muncie area, incorporating previous ideas and the effects of experiences gained within this semester. This business plan includes a thorough discussion of the business, Brio Music Delivery, including market and competitor analysis, product and price details, leadership organization information, financial analyses, a marketing plan, and development plans for the future, among other business details. The plan seeks to give a full image of the organization—what it provides to the public, how it will operate, if it is financially sustainable for the future, and how the first customers perceive the business and service.

Acknowledgements

I would like to thank Dr. Chris Van Hof for serving as my advisor for this project. His advice and guidance helped me to learn the most from this experience and project, more than I could have learned on my own.

I would also like to thank Drs. Watanabe and Richter for their guidance and help throughout my studies in the Entrepreneurial Music program. I would not have thought this project, and business, possible if it were not for these people.

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Process Analysis Statement

Running a business is a chronological process; as a result, the best way to present a process analysis statement is in a chronological fashion. I will walk through what I have done for this project, and what I have learned at each stage of progress. The beginning of the process started in the fall of 2017—this was the semester that I took career seminar two, the first of my classes dedicated to music entrepreneurship. In this course, we were tasked with developing an idea in to a business, complete with a business plan and concept paper. I, being so full of ideas, brought a list of probably 7-8 ideas to the class. When asked to discuss our idea, I chose the first idea on the list to discuss, assuming that we'd get to the others later. I was wrong. However, this mistake is by no means a bad thing. Brio Music Delivery is a fine idea that can be profitable and successful, and I decided to run with it anyway.

Over the course of the class, I further developed the idea into a full business plan, considering every aspect of my service, including prices, services, marketing options, and business organization. At this point, I knew very little about business, and I was building my financial projections on making several deliveries a day. Needless to say, I learned later that this was not at all reasonable, or at least, not reasonable for the first “start up” years of the business. Once the business had a steady flow of customers and had some market recognition, those projections probably were fairly manageable. My learning in this class was capped off with a pitch, presenting the idea to a committee of music faculty. Here, I unveiled the plans and ideas that I had, the new logo I had designed for the business, and finally, received feedback from these professors. Since this class, my financial projections, prices of the service, and the contents of a delivery have radically changed.

As I was approaching my capstone semester (spring 2019), I looked to revise and fine tune my business plans before I began operations in the new year. This time, I tried to visualize what a delivery would look like, and would contain, in a complete, holistic manner. As a result, I made revisions to my plans for the service and product details—deliveries would include 5 minutes of music, not a single song, and they would include a complimentary gift, unless the purchaser desired a gift upgrade. I also started exploring what music could be used in the deliveries, and how that music could be presented.

I changed the business's future organization title from non-profit to a certified B corp model in the fall of 2018; after extensive research and conversations with other musical business leaders, I decided this was the better option. A certified B corporation is a business model that says that the business is there to do good for the people first, but is also a profit making business. An example of a B corp style business would be TOMS shoes—they donate a pair of shoes to someone in need every time they sell a pair to someone. TOMS is still a profitable business, but they are focused on doing good for people, both their customers and the recipients of their charitable shoe donations.

Brio Music Delivery would brighten the lives of the elderly and sick through our music deliveries, and that would always be our focus, not on making the most profit. However, with being a for-profit organization, we can provide benefits to our employees, taking care of them as well. One way that we will show commitment to our customers and not to profit will be through pay-it-forward deliveries. Customers would be able to buy a delivery for someone that they don't

know through this program, to share the love and benefits of music. However, this business distinction will not be needed until the future, when the business has employees outside of myself. For now, the business is a sole proprietorship, with an eye for doing good for people.

Now we reach the beginning of my capstone semester (spring 2019). In January, I began my start up process by updating the look of my website. Before, the website looked very unprofessional and haphazard. I updated the website (musicdeliveryforlife.weebly.com) with a new, digitized logo, more pictures (mostly stock photos) and updated services information.

I moved on from there to social media, developing a regular presence on Facebook with daily posts. Each week, I included a short video of one of the pieces that could be ordered for a delivery. In this initial period, I prepared about two weeks worth of posts in advance of their publication dates. As the semester went on, however, it became much more difficult to maintain this amount of posting, both because I was busy with my schoolwork, and because I wasn't seeing any return on the investment of my time (hardly any engagements on the posts, and no new page likes). I dropped from posting daily to posting a music video twice a week, as it seemed like my music videos were receiving the most engagement.

I also talked with Ball Memorial Hospital guest services staff and confirmed that musical performances are allowed at the hospital, as long as they are for individuals only. I should also check with the nurse on-duty prior to the performance as well to make sure that the patient is approved for this particular stimulus. However, this was on a hypothetical basis, as if I had a friend in the hospital, not as a business entity looking to capitalize on a new service within the hospital.

I researched payment options for my customers, and decided that I could process credit cards through Square and collect cash at time of delivery, if the customer was attending the delivery. I additionally set prices for the service at \$30 a delivery, based on an analysis of costs (seen in the business plan below), but later changed the fee to \$34.95, to be competitive in profit margin with other gift options in the Muncie area.

In the month of February, I set up an Instagram account and began posting content on this social media network. I linked the business Instagram to the Facebook, but later learned that Facebook will not cross post to Instagram without an external business application. Unfortunately, this led to a tendency to neglect posting content on Instagram, as I post my content on Facebook via computer, and Instagram is only accessible by smart phone app. It was a lot of legwork, and I often would forget that I hadn't done it yet, until the post was multiple days late already. I additionally ran a \$15 Facebook ad campaign (Facebook told me that I had a \$15 ad credit, it turned out to be fake, or a glitch in the software), and discovered that the majority of hits were not on Facebook, but on Instagram (where it does cross post ads). Looking at the profiles of those who responded to my ad, I noticed that many of them were profiles of high school students, or even younger individuals. These profiles were not representative of my target market, and they have no buying power, even if they are Muncie locals.

I performed a dry run of a sample delivery to a peer in this month, with my faculty advisor observing. I learned that the focus of my product (the music) was strong, but what was lacking could make or break the business—the bedside manner. I needed to work on the content that involved introducing the business and service, communicating with the customer, and flowing easily through the different parts of a delivery.

In this month, I was tasked with finding an individual who fits the description of my ideal recipient and performing a delivery for them by spring break. I quickly saw that the tactics that I tried first weren't going to work—I had hoped someone would call from the Facebook ad campaign and I had asked the Central Indiana Flute Choir members but they didn't know of anyone who needed the service. I didn't know the community very well outside of the Ball State campus, which made this task particularly difficult. I didn't have any leads, and I didn't just want to call up a random nursing home and ask if I could play for some of their residents. Instead, I decided to plan a free recital of music that could be used with a music delivery, at a local nursing home/residential facility, Westminster Village. I first attempted to set this up by emailing, and having received no response after two weeks, I turned to calling. I set up a date for the Saturday at the end of spring break, the next closest time the facility would allow.

Now I had to plan a whole recital by myself—not just the programming of music, but creating and printing programs, having business cards available, creating raffle tickets, setting up a reception afterwards so that I could get a chance to talk to the residents who attended the concert...it was a lot of pieces for a recital that I had never thought about. My goal for the recital was to collect information from several senior citizens/residents of the nursing home that I could do a free musical delivery for, disguised as a raffle (“disguised” because I planned to do as many free deliveries as I got raffle entries). The recital also served to get the business name out into public more, particularly into the older part of my target population.

The first week of March, I held my recital at Westminster Village. It went surprisingly well, and the audience seemed to like it. I was able to speak with a few of the attendees as they paused over their cookies and punch, making sure they received one of my business cards. I reminded them about the raffle, and one of the attendees wanted to buy a delivery on the spot! Since I had not even tested my service yet, I told the kind woman that I wouldn't charge her for the delivery.

From that recital, I collected information for two deliveries. In the month of March, I set up and completed one of these deliveries, and I completed the delivery that was ordered at the recital. When I called to set up the first delivery, I was not as prepared as I could have been. I was definitely not prepared to handle requests based on ignorance of the service. This first delivery, the recipient asked me if she could share the experience with her fellow residents. I agreed, and proceeded to make amendments to the process of a delivery, to make the best experience possible for everyone. I removed the conversation part of my service, as it would not work the same way as it would with an individual recipient. Instead, I added to the length of time that I spent performing music for the group.

As a result of this request to share with other residents, I didn't have a plan for arranging a location for the performance (I assumed it would be in their individual suite/room/house), and I didn't think to say that I would arrange that for the recipient. It sounded to me that she was angry that she was being inconvenienced by this delivery, at least in the first phone call. People who know me know that I don't make phone calls very often. I much prefer written communication, usually by email. I learned, however, that I will do anything that I have to, if I have enough drive for it. I made several phone calls, and even dealt with customers that seemed annoyed at me when I didn't even know why. This was definitely a learning experience for me, involving a bit of courage to power through my personal issues.

I double checked the location that she told me I would use for the performance with the nursing home staff, who told me that the performance could not be done there. When I called the recipient back and told her that the location wasn't going to work, I immediately mentioned that I could schedule the delivery with events, and the recipient sounded very relieved, rather than the previous anger. This taught, or reminded, me that I am the leader of this business—I'm not a student. I have to act like I know what I'm doing, and decide what to do if I don't know.

In this delivery I learned how much I like performing in less formal settings. The performance isn't stiff; the audience is willing and almost eager to interact, asking questions and responding to the music. I feel much more comfortable with my performance because of this less formal setting and interaction with the audience.

My second delivery was for an individual who was in at home hospice care. The individual who won the raffle gave the free delivery to her friend; she was also present at the delivery. In this second delivery, I played in a living room, with plenty of natural light. I believe that my set up time before beginning the musical delivery was much too long; I was rather disorganized with what I had to set up and I hadn't streamlined the process yet. Some amount of this time could be shaved off when I stop video recording my deliveries.

In this delivery, I made a few technical mistakes—for example, I forgot to turn off one of the channels in my audio program, so I had to stop and fix the audio percussion track before I could properly begin the song. The customer and recipient did not seem bothered by my mistakes and I proceeded calmly on. The recipient remarked during the delivery that she wished the pieces were longer; I had been playing single verses from a variety of Christian hymns. I have considered whether to add more time to the basic delivery, or whether to choose less repertoire for each delivery, and I will continue to analyze this.

I could not have hoped for anything more in the conversation part of this delivery; I asked exactly one question on my suggested questions sheet (in the appendices of the business plan) and the recipient talked for 20 minutes, reminiscing aloud about her childhood and her experiences in music. The recipient also enjoyed the gift that I had picked out for her—a pair of teal owl slipper socks from Walmart. In fact, I gave the same gift at both deliveries, and both women loved it!

A few days after this second delivery, I received a message on my personal website (not my business one) from the customer of the delivery. She told me that she noticed a change in her friend's mood, and that she was very grateful for my delivery. I think this message, and the others that are similar to it, are the highlight of this experience—to see that I made a tangible difference in someone's life and mood.

Once I received the completed customer feedback surveys, I quickly noticed a difference between the two—the first one, I wrote very simple questions, usually answerable with a yes or no. As a result, the individual did not write any more about her experience. On the second delivery, I altered the survey to include details about the conversation (as it wasn't relevant to the first delivery) and changed a few of the questions to be more open-ended. The difference in responses between these two surveys (and the questions were still very similar) was obvious. The second individual was much more free with her comments, even on the less open-ended questions. Both surveys were highly complimentary of the process (you can read the results in the Appendices of the Business Plan).

In April, I spent time editing my business plan, using information that I had learned in my marketing and entrepreneurship courses to make the document look more official and more detailed. I also prepared to give a pitch presentation to a committee of music faculty about my business and what I had learned from the semester.

In the end, the largest thing I learned from this semester and this business building process, was that it's okay to learn on the fly. Sometimes it may be scary to have a mentality and plan to just go out and do it, rather than having the control that I'd like to have, but it's okay. With enough determination, I'll figure it out anyway.

In hindsight, I think that one of the reasons that I struggled so hard (and am still struggling) to find customers for my service is that everyone that openly supported my idea, making me think the idea was viable, were music professors or students. These people have no real connection to the business, to the target market, or to the service that I provide—they are not the ones that would buy. The data seems to further indicate that the people who received sample deliveries loved them; however, neither of them have since purchased a delivery for themselves or for a friend, or convinced a friend to purchase a delivery for themselves or another individual. Additionally, many of the folks who attended my free recital in March seemed to be content with simply the free recital—many of the attendees did not fill out a ticket for the free raffle.

There may also be a different reason for lack of purchases. In this semester, I focused solely on performing sample deliveries for those in nursing homes and hospice. My business also covers deliveries in hospitals, but I didn't have the time to set up the partnership required to perform as a business within Ball Memorial Hospital. I do not think that "get well soon" or "I'm thinking of you!" gifts are as common in nursing homes and residential facilities as they are in hospitals. As a result, perhaps people within these facilities or those who might have heard about the business were unlikely to make a purchase, as they didn't see a strong enough need advertised, or thought the cost was too high.

Overall, I believe that I have learned much from this experience and completion of my capstone project. Going into this project, I didn't necessarily know what I was getting into, or what I would be learning. I am glad that I chose this particular thesis/project, as I have grown in many ways as a person and as a student.

Brio Music Delivery Business Plan



EXECUTIVE SUMMARY

Problem

When hospitalized, patients suffer more than physical health issues. As a result of hospitalization or residency in a nursing home, patients suffer emotional health issues, which make an impact on their physical health's ability to recover. Press Ganey Associates from South Bend, Indiana, writes in their article, "Addressing Patients' Emotional and Spiritual Needs," that depression, stress, anger, and negative emotions are associated with increased physical health issues, independent of disease severity. These feelings impact the patient's ability to recover efficiently, especially in older patients.

For hospitalized patients, they would heal faster and would be able to leave the hospital sooner if their emotional health was treated in addition to their physical health. In a nursing home, residents with low emotional health will lose their independence and will to live, leading to a depressing atmosphere and a downward spiral for the other residents.

The relatives and loved ones of these patients care about their well-being. They want the best care for their elderly relatives and they want to see their hospitalized members leave the hospital in recovery. In a different way, relatives of hospitalized patients would want to see them heal to save the additional costs of an extended stay in the hospital. Where hospital overcrowding is an issue, hospital staff would care about reducing the duration of each patient's stay to be able to help more people.

Solution

Brio Music Delivery is a solution to the problem of emotional health in hospitals and nursing homes. *Brio Music* brings live music to those who need it most, right where they are. Especially for extended stays, it is important that patients and residents maintain or strengthen their emotional health to provide the best atmosphere for physical healing during their time at the medical institution. *Brio* brings live music as a tool to relieve stress, lift spirits, and dispel or reduce negative emotions. The loved ones of patients and residents purchase this service, which will deliver a personalized musical performance. Customers may also extend the length of time of the performance with an additional charge. Included in each delivery service is a meaningful conversation about the music that will distract the recipient from their location or condition, and a gift.

Mission

Brio Music Delivery brings musical performances to the bedsides of those who cannot access them, lifting spirits and relaxing bodies to aid the healing process. *Brio Music Delivery* also seeks to provide performance experience to aspiring college musicians, alongside a competitive artist pay rate.

Goal

The goal of *Brio Music Delivery* is to serve patients, residents, and loved ones across the nation, and to boost emotional health in medical settings, one delivery at a time. *Brio* will begin providing services in Muncie, Indiana, and will continue to grow to other locations.

Scope of Project

Brio Music Delivery will start small and grow as the Muncie community learns about it. To begin, *Brio Music* will focus their services towards the nursing homes around Muncie, and reach an agreement with Ball Memorial Hospital regarding these services at their location. After the first year in operation, *Brio* will expand to another major hospital (above 500 beds) near Muncie, Community Hospital Anderson or St. Vincent Anderson. Nursing homes located within the Muncie area will always be served by our business, whether targeted through promotion or not. In the future, *Brio* hopes to expand to include most hospitals and nursing homes in the state of Indiana before expanding to neighboring states and the nation.

Research

There are multiple different competitors for *Brio Music Delivery* in Muncie, Indiana. However, many of them are not direct substitutes, although they may be perceived as competitive. Competitors include music therapy services, therapeutic music programs, seasonal soloist services, free nursing home concerts, and get well soon gifts. Outside of Muncie, there are a few programs that may be competitive with *Brio Music Delivery*, when it expands. All of the programs are volunteer-based non-profits, and provide sporadic services to nursing homes and hospitals.

Products & Service

Brio Music Delivery is a delivery service with a twist—the delivery is a live musical performance. This service is designed for nursing home residents, individuals in hospice care, and hospital patients, who cannot access live music otherwise and may be losing emotional health in their location. Performances will be given by trained musicians, with an ability level appropriate to university music school standards. Customers can select songs they know the recipient will enjoy. No harm is done if they can't choose particular songs; *Brio* employees will select the music when unspecified. Each delivery costs \$34.95, and includes a gift, such as a pair of fuzzy socks, a book, or a stuffed animal. Customers may also purchase additional live music for \$1/minute.

Marketing

Brio Music Delivery is primarily targeting 40-60 year old people, as this age group is most likely to have elderly parents requiring nursing home care. They are also the most likely to know people who are in the hospital—either older, younger, or their peers. This age group is also more likely to purchase a delivery, as they likely have had a steady job and family for a while, rather than being a young person just starting out, or a person living on retirement savings. There are three ways *Brio* will market the service, both through publicity and paid marketing.

Brio forecasts 10 deliveries in the first year, 3 of which will be free product testing deliveries. In the second year, our projected deliveries will double, to 20 deliveries, with our efforts in marketing. *Brio Music Delivery* will open a second location of operation in their third year, leading to a forecasted 30 deliveries for the year.

Competitive Advantage

Brio Music Delivery's competitive advantage is due to product, service, and location differentiation. Key points of differentiation include the on-demand nature of the service, the accompanying personalized conversation, and the location of operation, Muncie, Indiana.

Organization Plan

Brio Music Delivery will form initially as a sole proprietorship. When the organization first hires employees, the company will be converted to a certified B-corporation, and will add an executive board. Members of the executive board will be selected from trustworthy college student musicians who desire experience in business management.

Financials

Brio Music Delivery is projected to be a sustainable business, turning a profit in the second year of operation. Starting up the business has required personal investment. Start up costs for *Brio Music Delivery* are sustainably low, as there is no need for large equipment or other resources. Most of the equipment needs are placed on the employees: they must have a functioning car, instrument, and music stand to be an employee. Our revenue is generated from the cost of deliveries, additional musical performance time purchased, and upgraded gifts.

Sustainability

Brio Music Delivery plans to be sustainable after the second year. After the initial marketing has done its work, brand recognition and delivery orders will increase in the second year, creating a profit.

Location

Brio Music Delivery will be founded in Muncie, Indiana with a single location focus. Each coming year will be used as an opportunity to expand business through new locations of service, with the long-term goal of setting up operations available to every hospital, nursing home, and hospice across the nation.

Future

This service has a bright future with positive economic growth. This service has the ability to help several kinds of people in the future, united by their medical service needs. In the future, *Brio Music* hopes to expand and provide its services to as many people as possible, around the country and maybe even around the world. More specific growth is planned in the form of the addition of new performance literature, expanding performance options to larger chamber ensembles—for example, a duo or trio, and developing partnerships with local hospital gift shops.

COMPANY OVERVIEW

Company Description

Brio Music Delivery is a sole proprietorship owned by Carolyn Kelley. It started operations in 2019 in Muncie, Indiana. *Brio Music Delivery* offers live musical performances as an alternative to the giving of traditional bedside gifts. The purpose of these performances is to improve emotional health and help patients' bodies to relax, allowing physical healing at an increased rate. The services are for patients in hospitals, and residents in nursing home or hospice care facilities.

History and Current Status

Brio Music Delivery began as a business in the spring of 2019. Its creation and operation were in tandem with the Capstone Project of Carolyn Kelley, as part of her completion of the Entrepreneurial Music Certificate provided through Ball State University. The original idea was developed in the fall of 2017, in a full business concept paper. The idea was further developed in 2018, and a website was designed to showcase the services. This semester, *Brio Music Delivery* has started marketing efforts in the Muncie community, and has started service testing with sample deliveries. At the conclusion of the semester, an updated business plan will be completed, along with reflection materials that show what was learned from the first semester in operation.

Products and Service

Brio Music Delivery offers two similar services. Our original service is the musical delivery. With this service, a recipient receives 5 minutes of live music, a minimum of 5 minutes of meaningful conversation, and a gift. The second option, music delivery sans conversation, removes the conversation from the delivery, allowing the delivery to be shared with a larger group, or to be adjusted for an individual who cannot speak easily. 5 minutes of extra music will be provided as a substitute for the conversation part of the delivery.

Here's what a delivery looks like: a performer arrives at the location of the delivery, introduces themselves and the company, and begins setting up. While setting up, the performer continues to make light small talk with the recipient (if they are able and responsive). Once set-up is complete, the performer introduces themselves again, informs the recipient who the delivery is from, and tells a little bit about what to expect from the delivery. The performer introduces each piece of music that they will play, connecting it in some way to the world or to the recipient. For example, for Yankee Doodle, the performer could say: "Did you know that 'macaroni' is a type of fashion in France? When he says that the feather in his hat is macaroni, he's calling it fashionable!"

The musician signals the end of the music portion of the delivery, and continues into the conversation by asking the recipient a question. There is a question guide in the Appendices that shows a list of suggested questions that each performer would carry to give them ideas for this section of the delivery. The conversation should last approximately 5 minutes as well, but it is at the discretion of the performer how long they allow the conversation to last. The conversation should be ended gently, at a good stopping place, and the recipient will then be provided with the gift that accompanies the delivery. Within the gift's bag, a customer satisfaction survey may be

included, in an already addressed email. There are two customer satisfaction survey results in the Appendices of this plan, showing our initial results. The performer should thank the recipient for their time, and proceed to their next delivery in an efficient manner.

Orders will be received by phone for the first years of operation; in the future, *Brio Music Delivery* plans to add functionality to their website to make online ordering and payment an option. Payments will be processed by credit card or, if the customer will be present at time of delivery, cash at point of delivery. Credit or debit cards will be processed through Square, with a fee of 2.9%+\$0.30.

Every performer that we hire must be of college school of music standards, and as part of the interview process, will be required to exemplify their skills. We want to provide the highest quality that we can with college ability musicians—affordable service and beautiful performances.

Brio Music Delivery is a service that utilizes the power of live music to make people's lives better. It utilizes live music's inherent therapeutic benefits, but it is not a form of music therapy. *Brio Music Delivery* is not designed to provide music therapy based care for individuals in hospitals, hospices, or nursing homes; no one on our team is trained in these fields. As the American Music Therapy Association states on their website: "Music Therapy is the clinical and evidence-based use of music interventions to accomplish individualized goals within a therapeutic relationship by a *credentialed professional who has completed an approved music therapy program*" (emphasis added). Live music, aside from music therapy, has been shown to increase emotional health, which in turn, aids physical healing.

Competitive Advantages

Brio Music Delivery's competitive advantage stretches in many directions. The service is differentiated in four ways. The musical delivery is brought to you directly, like a food delivery. It is not designed to be shared with all of the residents of a nursing home; it is designed for a single person. However, we offer an option that removes the personalized conversation from the delivery to create a shareable experience. Secondly, each delivery comes with a personalized conversation—a conversation that's deeper than the superficial passing conversations, such as about the weather. Typically, the conversation would be about the musical delivery, but may be redirected by the recipient to other topics. *Brio Music Delivery's* sole purpose is to provide live music for entertainment and relaxation of the recipient, not to provide a music therapy experience. Lastly, *Brio Music Delivery's* services are always on demand, not dependent on the luck of volunteers for a particular day.

Brio Music Delivery's location serves as a differentiation and competitive advantage as well. The business is located in Muncie, Indiana, which is a smaller city. This location provides the resources needed for operation, but also limits the number of competitors that are located close by, particularly in the music fields.

Lastly, there is a competitive advantage in the service's musicians. Every musician employed by *Brio Music Delivery* will be college trained, or in training. As seen in *Brio's* mission statement, we seek "to provide performance experience to aspiring college musicians, alongside a competitive artist pay rate." We want to help the next generation of musicians gain

some experience in creating their own musical experiences for their audiences, one recipient at a time, but also compensate them fairly.

Entry and Growth and Exit Strategies

Brio Music Delivery will enter the market with aggressive marketing campaigns in its first year, gaining public exposure and brand recognition through a variety of techniques. The business will grow with further marketing to particular facilities and the opening of new locations in each successive year of operation.

If for some reason Carolyn Kelley needs to step away from the business, the business will continue running by being purchased by a friendly buyer—a future employee, a Ball State professor who believes in *Brio's* mission, or even a partnership with Ball State University's School of Music. The organization would not be liquidated, if it can be helped, and should maintain operations into the future should the founder leave.

INDUSTRY, MARKETPLACE, AND COMPETITOR ANALYSES

External Marketing Scan

Political

The current mayor of Muncie (end of term, 2020) wants a city EMT service; county owned services are already available. Juxtaposed to this large expenditure, Muncie roads are in terrible conditions; potholes are not being maintained, especially on side streets. This may indicate low government funds, or misallocation of them, although the mayor seems unable to admit this fact.

Specifically regarding *Brio Music Delivery*, all nursing homes in the area are privately operated, as well as Ball Memorial Hospital. This may cause issues with expansion of services within private businesses.

Economic

Almost 31% of the Muncie population is below the poverty line (about 19,000 people), but wages for lower class, uneducated workers is steadily rising. Wages for higher educated workers is falling. Overall, Muncie's GDP is declining, and has been for a few years. A decent chunk of Muncie's population is unlikely to purchase a musical delivery, or the services of other competitors.

There are 6.6 million residents in Indiana, as of 2014, and the top three most populated counties are Boone, Hamilton, and Hendricks. The Indianapolis, Carmel, Anderson metro area is the engine of population growth in Indiana, and may serve as a later opportunity for *Brio Music Delivery* as it expands.

Social

Younger generations primarily use Snapchat and Instagram, while the older generations are using Twitter and Facebook. For those in nursing homes, the best way to spread news would be through a newsletter or by word of mouth, rather than a website or social media source (however, increasing numbers of elderly people are learning to use the internet). Nursing homes

plan social events and activities for the residents, to connect them and keep spirits up. For elderly patients, regular doctors' appointments may become a sort of a social event.

Younger generations are the healthiest groups of people; they are unlikely to become sick enough to need a stay in the hospital, and as such, will likely not have friends to purchase *Brio Music Delivery* performances.

Technological

In 2010, less than half of US senior citizens were online, mainly because they didn't understand why they needed the internet, or how to use it. In 2015, a scant five years later, 51% of senior citizens use the internet, 71% of those use it every day, and 78% have a cell phone, likely a smart phone. However, many of these older populations run into issues when using technology, like having trouble reading smaller font. At Westminster, many of the residents (on the younger side of "senior citizen") have smartphones (as evidenced by attendees at my recital). Those who entered my delivery raffle had both phone numbers and email addresses.

Future generations will surely know more about technology as they age; in addition, the Muncie Public Library is holding programs to teach about technology in a variety of forms.

Environmental

The Muncie area seems to be fairly sensitive to environmental needs. There are regular river clean up events scheduled that use Muncie citizens as volunteers. Muncie citizens are also calling for action against a local lead recycling plant, Exide, because they believe it is producing emissions of toxic chemicals into the neighboring housing developments.

Brio Music Delivery should be mindful about environmental problems such as the impact of the gifts that are provided as part of the deliveries. These gifts should come in environmentally friendly bags and should not be items that would be readily disposed of. In addition, we should be mindful of the impact of our gas emissions from making deliveries, and consolidating rides/deliveries as possible.

Legal

Brio Music Delivery should be careful to not overstep privacy issues with delivery recipients. *Brio* should check with each nursing home or hospital that receives a delivery order, to make sure that there are no problems with businesses operating within businesses.

Internal Marketing Scan

Competition

There are four different kinds of competition with *Brio Music Delivery*, in terms of musical offerings. They are music therapy, therapeutic music, free concerts at nursing homes/retirement facilities, and seasonal soloist deliveries.

Music therapy refers to people who have professional training in music therapy, helping those with special needs and the elderly. They have the knowledge to design specific instruction within music to shape different outcomes and benefits for the individual they are designed for. More information is available from the Indiana Music Therapy website, and the American Music

Therapy Association. Within Muncie, two different locations offer services. Hillcroft Services is a business that offers a variety of therapy services for rehabilitating people for community experiences (jobs, socialization in public). They work with both elderly people and people with special needs. Music Therapy Connections, LLC is another local music therapy business, run by Amy Hourigan. This organization seems to be run from a home on the west side of Muncie, and does not have a website or any other source of information. Some external websites offer a phone number and an address. One of those websites seemed to indicate that this provider of music therapy services focuses on service to people with autism.

Within Indiana, there are over 250 registered music therapists, through the Indiana Music Therapy organization. If *Brio Music Delivery* were to expand in the future, this may be a large source of confusion and/or competition if *Brio's* differentiation is not well stated.

Therapeutic music, from what I have researched, seems to be differentiated from music therapy; its purposes may not be as data/fact/results driven as music therapy services are, and may be more about discovering what helps the patient relax and heal rather than teaching the patient new skills to be more successful in everyday life. There is one business in the Muncie and Indianapolis areas that provides this service: Jasper Therapeutic Music. This organization has no website or other information, and there is a community Facebook page created for the organization, but there is no information there either. In my later research of a person I had met through my network, I discovered that she, Judy Pfanz, owns Jasper Therapeutic Music. She is a certified Music Practitioner through MHTP (Music for Healing and Transition Program), which is not the same organization that certifies music therapy positions. Judy Pfanz told me that she works primarily with the elderly, particularly with those suffering with Alzheimer's and dementia.

There is also a Ball State organization, Music and Memory, that fits the therapeutic music descriptor. This organization was started in 2013 by a group of TCOM students. They were inspired to action by watching a video about an Alzheimer's patient that completely changed when he heard music that he remembered from his youth. This organization provides iPod shuffles and music to nursing home patients with Alzheimer's, donated by the citizens of Muncie, or by raised funds. The program originally started at The Woodlands nursing home, a residential facility not far from the Ball State campus. Music and Memory is a national organization, of which, the Ball State organization is an offshoot.

The most commonly perceived competition with *Brio Music Delivery* would be the free concerts that are provided by volunteers. In my research, I noticed that many of the local nursing homes do not list their daily activities like volunteer concerts. There are two locations in Muncie that do—Westminster Village and Elmcroft of Muncie. What I learned from these scant resources, is that while the general public may think that volunteer concerts are the most common source of entertainment for nursing home residents, these concerts are not very common at all.

For example, Westminster Village only listed 2 musical events for the month of February, and 4 for the month of March. It is possible there are more events, but I do not think that there are too many more. Elmcroft of Muncie listed roughly 6 per month for each of their two facilities (normal and memory care). Residents have an opportunity to hear live music roughly once a

week in these facilities, if they do not have a different activity at the time, or like the music that is being provided. This is not enough if a resident is in a rough mood for a day or a week.

Lastly, seasonal soloists are a kind of musical delivery, but their services are sporadic, based on holiday seasons. There is one such group in Muncie, the Magic City Music Men. They offer their services around Valentine's Day, with singing Valentines at \$40 per performance. They complete all of their seasonal deliveries in two days—on Valentine's Day, or the day before. They do not do any other holidays. Outside of Indiana, there are caroling groups that will deliver carols to your door during the Christmas season (in Philadelphia).

Brio Music Delivery is also in competition with local flower and gift shops, that make deliveries to the local hospital and nursing homes. Their prices are similar to and higher than *Brio's* deliveries, ranging from \$35 to \$80. Same day delivery is standard at all of these locations.

Outside of Muncie, looking nationally, there are a range of musical programs for nursing home residents and hospital patients. Musicians on Call is a volunteer service that operates in 20 of the major cities in America. The organization brings performers into hospitals to sing or play for patients. There is no cost to the patients or their families; however, performances are sporadic, depending on the time that the volunteers spend giving performances, and who they choose to deliver a performance to. These musicians are not “on call” in the sense that a patient could pick up a phone and order a delivery for themselves—it is purely chance whether they will get a delivery on a particular day, or at all.

Secondly, Music for Seniors is a program in Tennessee that brings music to the elderly. The performers are likely singers, songwriters, or guitar players. The program is scheduled like a normal event for the facility, not as a personalized visit to a particular resident of the nursing home.

Sharing Notes is a Chicago area organization that works to place volunteers in 4 different hospitals for musical performances. It has a partnership with Roosevelt University to encourage aspiring college musicians to gain real world experience in performing by playing for hospital patients. It has been running since 2012, and is a not-for-profit organization. The organization allows for a variety of instrumentation, including guitar, voice, cello, violin, flute, piano, and trumpet. There have been 220 Sharing Notes musicians in the history of the organization, and they have provided over 400 volunteer performances in the four hospitals that they partner with.

HeartStrings is a program run by the Madison Symphony Orchestra, which sends a string quartet into nursing homes and residential facilities in the community. The members of the group are all musicians of the Madison Symphony Orchestra, and they lift the spirits of the residents who hear them. They work in 10 different facilities around Madison. The group also provides small percussion instruments to the audience so that they can participate with the concert. The program is funded by a variety of sponsors and grants from the NEA, and the musicians seem to be paid musicians, rather than volunteers.

Customer

The ideal *Brio Music Delivery* customer is a nursing home resident or hospital patient, or the loved ones of these people. *Brio's* service is a unique substitute for a get well soon gift, bringing music into the delivery, rather than just the typical flowers or chocolates. *Brio* seeks to serve all kinds of people, regardless of ethnicity or culture; we are working hard to include diverse selections of music culturally and religiously. Our customers may be struggling with limited social lives due to mobility issues or an extended stay in the hospital. They may also order services for their friends or family within the same nursing home/hospital facility.

Company

“*Brio Music Delivery* brings musical performances to the bedsides of those who cannot access them, lifting spirits and relaxing bodies to aid the healing process. *Brio Music Delivery* also seeks to provide performance experience to aspiring college musicians, alongside a competitive artist pay rate” (*Brio Music Delivery* Mission Statement). The vision of *Brio Music Delivery* is to decrease pain, discomfort, and boredom for individuals in medical and residential settings. Our services are designed to lift spirits relax bodies, and heal people, because we know hospitals and nursing homes can be unhappy and uncomfortable living situations, in addition to the typical pain and discomfort experienced.

MARKETING PLAN

Target Market Strategy

Brio Music Delivery's target market is threefold; the primary market is 40-60 year olds within Muncie, who are presumed to have elderly residents who are also living in the city. The other two markets are hospital patients and nursing home residents, who may order the service for themselves.

Product/Service Strategy

A musical delivery provides five minutes of live music, five minutes of a conversation, and a get well soon style gift, delivered straight to the recipient's bedside. The service is designed to lift spirits, relax bodies, and aid in the physical healing process.

The accompanying gifts are currently being sourced from Walmart; as the business grows, we will consider sourcing our gift selection from a wholesaler, to cut the cost of providing the service.

Pricing Strategy

A musical delivery costs \$34.95, at the most basic level. Additional music may be added to the performance time per \$1/song, and the gifts can be upgraded to bigger and better gifts by added charges in increments of \$5. For example, a basic delivery may come with a coloring book and colored pencils (12 ct). For \$5 more, the gift will be a coloring book and a 24 ct set of colored pencils. For \$5 beyond this, the colored pencils can be substituted for a set of colored Sharpies.

People may also order a musical delivery sans conversation—which is perfect for those patients the customer knows can't speak well, or who would like to share the performance with

their fellow residents. This service is the same price—\$34.95—but 5 additional minutes of music are added, to replace the duration of the conversation.

Performer Wages	\$11.66
Worker's Compensation	\$0.11
Gas Compensation	\$0.61
Gift (and Bag etc)	\$7.00
Square Credit Fees (2.9%+\$0.30)	\$1.63
Performer Wages Performance Prep (5-10 min)	\$3.33
Profit	\$10.61

As you can see from the price breakdown above, profit is 30% of every basic delivery made; some of this profit will be reinvested in the company to provide for further marketing, building of new location networks, and new supplies to refine the delivery experience. As the business grows, manager wages will also be taken from this profit percentage, but the current large profit margin allows for this development of the company at a later time, without overbalancing the profits with costs. At this time, charges for upgraded gifts will not provide any profit; they are evenly matched to the increase in price for the gift purchased. Once wholesaler contact is arranged, a profit can appear from these upgraded gift orders.

This price is competitive when you compare our services with local flower and gift shops. These locations charge roughly \$35 to \$100 for a bouquet of flowers or other gifts, so our service should be a viable competitor as a substitute for the traditional get well soon gift, both in terms of price and uniqueness, as well as a service that can stand on its own in terms of being a musical service.

Distribution Strategy

Many deliveries will begin at the Ball State University campus, or wherever the performer is located at the time that they accept the delivery order; however, if there is an opportunity to combine deliveries and avoid the cost of driving in between, the organization will be sure to arrange deliveries in this way. Services will be distributed anywhere in Muncie that they are ordered, provided that the location is a nursing home, hospital, or hospice care location.

Advertising and Promotion Strategy

Brio Music Delivery will complete a marketing campaign in the coming months, with a budget of \$250. This \$250 will be allocated over 3 months, into three areas—a direct mailing campaign, a social media ad campaign on Facebook and Twitter, and a sponsorship ad in Muncie Symphony Orchestra's program. The direct mailing campaign will focus on Muncie residents who are between the ages of 40 and 60, the people most likely to know residents in nursing homes, hospice care, or hospitals. The social media campaign is also directed towards this market—based on market research, this generation prefers to use Facebook and Twitter for their

social media needs, while younger individuals prefer Snapchat and Instagram. Our targeted audience is also very likely to attend Muncie Symphony Orchestra (MSO) concerts in the area. The primary goal of this promotion strategy is market exposure, informing the Muncie community of what *Brio Music Delivery* does, and to begin the process of brand recognition. As a new company, most of the Muncie population knows nothing about the brand, nor what it does. Our marketing efforts seek to change this fact, and to gain customers as a result.

Once this marketing campaign is complete, we will analyze the results and determine which part of the campaign was the most effective; whichever one was most effective will be reused in the next marketing campaign.

Marketing and Sales Forecasts

Brio Music Delivery forecasts a total of 10 deliveries in its first year of operation. Three of these will be test deliveries for the company, so that we can fine tune our service via customer feedback. We believe that once our marketing campaign has run its course, we will have 7 orders for deliveries by the end of the first year. In the second year, we believe delivering another 10 deliveries will be attainable, but we hope for more after our marketing takes effect and brand recognition begins. In our third year, we will likely expand to a new location of deliveries, providing us with more deliveries to make, with a goal to deliver 30 times before the end of our third year in operation. Please see below for our projected sales, revenues, and costs.

Sales Forecast 3 Year	Year 1	Year 2	Year 3	3 Year Total
Basic Delivery	10	20	30	60
2nd Location			10	10
Extra Music Charges	0	3	6	9
Gift Upcharges	0	3	6	9
Revenues	Year 1	Year 2	Year 3	3 Year Total
Basic Delivery	\$245	\$699	\$1049	\$1887
2nd Location			\$350	\$350
Extra Music Revenue	\$0	\$15	\$30	\$45
Investment Funds	\$493	\$278	\$278	\$1049
Year End Totals	\$737	\$992	\$1706	\$3331
Costs	Year 1	Year 2	Year 3	3 Year Total
Performer Wage	\$117	\$233	\$467	\$817
Gas Compensation	\$6	\$12	\$18	\$37
Marketing Materials	\$250	\$250	\$250	\$750
Business Cards	\$18	\$10	\$20	\$48
Website Hosting	\$0	\$0	\$0	\$0
Unforeseen Expenses	\$0	\$150	\$200	\$350
Workers Compensation	\$11	\$23	\$46	\$81
Processing Fees	\$8	\$26	\$53	\$87
Year End Totals	\$410	\$704	\$1054	\$2170

Marketing Expenses

Brio Music Delivery's first marketing campaign will cost \$250 over 3 months, including a direct mailing (\$100), a Facebook/Twitter ad campaign (\$50), and an ad sponsorship in the Muncie Symphony Orchestra programs. In the future, marketing expenses will be determined by the number of sales, and the available profits that could be reinvested into the business. If marketing efforts were successful on the first campaign, the campaign's goals may be repeated, in a slightly different area.

OPERATIONS PLAN

Operations Strategy

Operations at *Brio Music Delivery* are currently very simple. When an order comes in, an employee will take the call, walking the customer through the process of ordering. The customer will be asked about musical selections, to choose a companion gift, where and when the delivery should be completed, and whether there are any health concerns related to *Brio* services that performers should know about. Additional information may be collected, such as credit card information to charge the cost of the service, or a phone number of the recipient to be used in case of complications with the delivery process. Once this initial phone call is complete, an employee takes the musical selection list and artistically decides how they will perform what they have been asked to perform. (Every performer has creative license to make each performance unique, in terms of musicality, instrument specific techniques, and electronic technology.) Over time, this process should take less and less time; however, the performer may notice that they have a repeat customer and may work to make the performance more diversified for the customer. Ideally, musicians should spend no more than 5-10 minutes deciding an order and what musical devices they will use for the music.

The performer will then drive to the place of the delivery a few minutes in advance (based on prior knowledge of the facilities), so as to make sure the delivery is on time. The performer will immediately engage in friendly conversation with the recipient, and will set up their equipment as fast as possible. They will introduce themselves and the business, and clearly state who the delivery is from. It is their choice whether they communicate the playlist for the delivery at the beginning or they announce each piece separately. A short introduction to each piece is useful for connecting the music to the listeners. A close should be given to signal the end of the music portion of the delivery, and a conversation may begin.

Performers will have a question idea sheet to start the conversation, but are recommended to avoid the sheet as much as possible once the conversation is started. Once the recommended duration of the delivery is passed, performers will gently guide the conversation to a close and give the gift to the recipient. Enclosed within the gift is an already addressed customer survey and a business card that the recipient will keep. Performers will bid the recipient/audience farewell, and leave as soon as possible after their equipment is organized.

Scope of Operations

We are currently operating within the complete Muncie area, at any location that a customer may request. We will contact each facility to ascertain acceptability for musical performances before completing a delivery, and if there is a problem with a delivery, the delivery cost will be refunded to the customer.

In the future, we hope to expand our operations to nearby cities where a university level music school and a local hospital are operating. The music school will provide our employees that will complete the delivery services and the hospital will be our primary location of service, in addition to local nursing homes and hospice care facilities. We will expand operations when we have a steady client base within Muncie, and have need for additional musician employees (I.E., when the business becomes a certified B-Corp, growing from a sole proprietorship)

Ongoing Operations

Since the beginning of business in January of 2019, *Brio Music Delivery* has had no confirmed purchases of deliveries. The business is not yet concerned with this lack of customers, as it can take a few months before a business has enough exposure in the community to gain customers. In the meantime, *Brio Music Delivery* has been gaining community exposure through free community recitals and providing a few sample deliveries. These sample deliveries work in two ways—they provide community exposure for the business and what it looks and feels like when it provides a service, and they are an opportunity for the business to develop their services to become more streamlined, professional, and engaging to the recipients. Since our first free recital at Westminster Village on March 9th, 2019, *Brio Music Delivery* has provided two sample deliveries, which were both provided to recipients that did not originally attend the recital (they were gifted from someone who did). We continue to work on gaining more community exposure through free recitals and leaving our business cards around the town.

Operations Expenses

Brio Music Delivery currently has very few operational costs. There is no cost to the business if there are no deliveries to make, as there are no employees and no physical product. The business has costs in promotional/marketing areas, to gain the required community exposure in order to have sufficient business to grow. So far this year, *Brio Music Delivery* has spent roughly \$34 on marketing, through a purchase of branded business cards and a Facebook ad campaign. These costs will significantly increase when our marketing plan launches.

Costs were also incurred when *Brio Music Delivery* provided two sample deliveries to test their services with the public, and to gain exposure. Here, costs include the purchase of two gifts and the bags required for these gifts, and the additional loss of the delivery profits in the instance that someone had actually paid for it. The costs of the gifts were, in total, \$12.72, including the bag that they were provided in.

DEVELOPMENT PLAN

Development Strategy

Brio Music Delivery plans to develop its business by spreading services to nearby cities that have a university music school and a local hospital. The first expansion of services will occur after the first year, provided that the business has transitioned from a sole proprietorship to a certified B-Corp organization, and has hired employees (Expansion will wait until the business has transitioned business models).

Within Muncie, marketing efforts will be focused on one location at a time in the first year, rather than working to market to the whole of Muncie all at the same time. This will also show which marketing method was the most effective. We believe that with an effective marketing plan, *Brio Music Delivery* will develop as a company.

Development Expenses

In the long run, *Brio Music Delivery* will encounter costs in spreading services to new locations. For example, when *Brio Music Delivery* expands to Anderson, there will likely be new costs in renting an office, purchasing a phone line, hiring a manager to oversee operations, marketing costs, and recruitment costs (for finding college musicians to hire). Many costs will be added around this same time, as a result of the organization transferring to a certified B-Corp business model.

Further in the future, costs may also be encountered when our website is upgraded from a free, basic level service, to a paid domain name and graphic designed website. We also would like to add online ordering, which will likely require the help, and cost, of a web developer.

MANAGEMENT

Brio Music Delivery is currently a sole proprietorship, meaning that Carolyn Kelley is the sole owner and employee at this time. Once the business grows to an unmanageable size as a sole proprietorship, it will transition into a B-Corporation business model. The management team currently consists of one person, the owner. In the future, managers will be added to oversee employees when there are more than 10 employees hired by *Brio Music Delivery*. Carolyn Kelley is the sole owner of this sole proprietorship, and she will take all profit and musicians' wages as compensation for her work as owner and deliverer. In the future, a suitable compensation will be determined from company profits (when the business is converted to a B Corp). Currently there are no administrative expenses; in the future, administrative tasks will likely be handled by the managers.

CRITICAL RISKS

Market, Customer, Financial Risks

There is a risk that the market will not develop in a feasible amount of time for *Brio Music Delivery*; however, because it is currently a sole proprietorship, the business is not losing money except for costs associated with promotion of the service, and the investment is the sole responsibility of the owner, rather than to an investor.

Brio Music Delivery does not foresee any risks in financial areas, simply because no money has been borrowed by investors yet, all funds have been allocated from personal accounts. There will be some loss to the owner if *Brio Music Delivery* were to shut down.

Currently, there doesn't seem to be competitive risk for the business; however, this may change as the business gains more exposure in the marketplace, and other firms may have opportunities to enter the market.

Competitor Retaliation

We hope to avoid competitor retaliation against our company by making it very clear that we are not a business that provides music therapy or any kind of medical treatments. We exist solely for personalized delivery of entertainment and relaxation.

We will be open with our interactions with other companies and our customers, being as honest as possible, and working to negotiate agreements in instances of conflict.

Contingency Plans

If we learn that area hospitals are resistant to the idea of a partnership with *Brio*, or allowing *Brio* services within their facilities, we will explore why, and hopefully find a way to offer altered services that still support our mission.

FINANCIAL PLAN

Financial Assumptions

Gas Compensation was approximated based on the average mileage for a delivery within Muncie—6 miles round trip. A reasonable average price for a gallon of gas in Indiana in 2019 is \$2.75—some analysts predict prices as high as \$3, and some locations are currently offering gas at \$1.60 (a likely anomaly). We predict that students who will be employed in the future will have cars that have an average gas mileage of 27 MPG. With these financial assumptions, gas compensation per delivery would be approximately 61 cents per delivery, round trip.

According to my research, Worker's Compensation Insurance is approximately 1% of the amount of wages paid. However, as I have developed this business plan, I have decided that only “employees” that *Brio Music Delivery* has on the books are the managers, that will be hired later. Performers will be paid per service, like freelance musicians. This will allow them freedom in choosing their performing schedules on a day to day basis, and *Brio Music Delivery* will not be paying performers that are not performing. In the future, *Brio Music Delivery* will consider adding modified workers' benefits for our freelance musicians, once the company has grown to a decent size.

Our savings for unforeseen expenses will be approximately 20% of our revenue. If we have a month with no unforeseen expenses, only 10% will be added to the previous amount, from the revenue of that month.

Cash Flow Analysis

	Feb.	Mar.	Apr.	May	Jun.
Revenues					
Investments	\$347	\$100	\$100	\$0	\$0
Savings	\$0	\$274	\$361	\$468	\$475
Deliveries	\$0	\$0	\$35	\$35	\$35
Extra Music Charges	\$0	\$0	\$0	\$0	\$0
Gift Upcharges	\$0	\$0	\$0	\$0	\$0
Total	\$347	\$374	\$496	\$503	\$510
Costs					
Gift Purchases	\$0	\$13	\$7	\$7	\$7
Gas Compensation	\$0	\$0	\$0	\$0	\$0
Wages	\$0	\$0	\$0	\$0	\$0
Worker's Compensation	\$0	\$0	\$0	\$0	\$0
Marketing	\$33	\$0	\$20	\$20	\$20
Equipment	\$40	\$0	\$0	\$0	\$0
Total	\$73	\$13	\$27	\$27	\$27
Grand Total	\$274	\$361	\$469	\$477	\$485

Breakeven Analysis

At this time, *Brio Music Delivery* is not breaking even, but is financially stable, as you can see from the cash flow chart and budget sheet above. Our costs are very low, as there are no deliveries to complete and we have plenty of investment dollars from our founder. Once a marketing plan and campaign is launched, advertising/marketing costs will increase significantly. Hopefully, the marketing will be successful, and we will begin to see delivery orders being placed as a result of those allocated funds, which will balance out the cost of the marketing campaign.

If investment funds from the owner are not counted in the breakeven analysis, the breakeven point would still occur within the second year, assuming that we reach our goal of providing 10 deliveries in the first year.

APPENDICES TO THE BUSINESS PLAN

CURRENT REPERTOIRE

Titles that are underlined have audio files linked to them on our website.

Classical Works

JS Bach: Flute Sonata in E Major

Andante ma non Tanto

Allegro

Siciliano

Allegro

Telemann: Fantasia #7

Debussy: Syrinx

Hoover: Kokopeli

Folk Songs

Home on the Range

Love Somebody

Yankee Doodle

On Top of Old Smoky

Scarborough Fair

Christian Hymns

Away in A Manger

Beautiful Savior

Amazing Grace

Jesus Loves Me

I Know that My Redeemer Lives

Jesus Christ is Risen Today

Be Thou My Vision/Christ Be My Leader

What Wondrous Love Is This

Etudes

Andersen Etude #14 (Op. 34)

Andersen Etude #17 (Op. 34)

Irish Dances

The Bucks of Westmeath

Doyle's Frolic

Dublin Streets

Flower of Donnybrook

Go to the Devil and Shake Yourself

An Irish Troll

Is That Silk in Your Bag
Patrick's Pot
The Rambling Pitchfork
Six Mile Bridge
Trip it Upstairs

Israeli Music
Hava Nagila

CURRENT GIFTS

Basic

Stuffed Animal
Puzzle Books (complimentary pencil)
Coloring Book and Colored Pencils (adult or children's)
Mystery Book (Randomly selected book from a used book store)
Decorative Scarf
Two Pairs of Fuzzy Socks
Pair of Slipper Socks
Decorative Scarf

+\$10

Flowers (Assorted)
2 mystery used books, or one larger book
Coloring Book with 12 ct Sharpies or 24 ct colored pencils
Box of Chocolates (Please specify any allergies at time of purchase)

+\$15

Plush Blanket
Flowers (Assorted)
New Mystery Book (Randomly selected book from a new book store)
Coloring Book with 18 ct Sharpies or 50 ct colored pencils

+\$20

2 Different Coloring Books with 25 ct Sharpies or 100 ct colored pencils
New Mystery Book or Three Used
Flowers (Assorted)
Sherpa Fleece Blanket

CUSTOMER FEEDBACK SAMPLE 1

Did you enjoy the music delivery experience?

“Yes, but it was difficult to understand the words to the songs.”

Would you recommend it to a friend, or buy it for a friend?

“Yes”

Do you think the experience changed your mood for the day?

“Yes”

If you have any sort of pain, did you feel a reduction in that pain?

“It was very [comparable?] after.”

Did you like the accompanying gift, or was it useful to you?

“Oh yes!”

CUSTOMER FEEDBACK SAMPLE 2

Did you enjoy the music delivery? Why or why not?

“It was very enjoyable and unique. Performance quality is excellent. A “musicgram” for the homebound is a great idea! It was fun.”

Would you recommend it to a friend, or buy it for a friend?

“Yes”

Do you think the experience changed your mood for the day?

“Improved my mood for the better!
My mood needed it!”

If you have any sort of pain, did you feel a reduction in that pain?

“Yes. The music and experience gave me something else to think about, too.”

Was the accompanying conversation meaningful to you?

“Absolutely, Thank you for asking about them and helped me revive good memories.”

Did the conversation distract you from your location or discomfort?

“Yes!”

Did you like the accompanying gift, or was it useful to you?

“Holy cow, yes! Perfect and adorable!!”

“Thank you—God’s blessings, [customer name]”

BRIO Music Delivery Procedures

Setup and Introduction:

When you walk in, greet the recipients and any other people in the room. Ask the recipient's name, or greet them by name. Introduce yourself, with the business name. Explain a little bit about what the customer is going to experience, and state who the delivery is from. Begin to set up equipment and continue with small talk with recipient.

Performance

Perhaps announce the program for the delivery before beginning. Talk about each piece, making a specific human connection to each one (for example, "I really like Irish music, it's very fast and happy sounding. It cheers me up after a long day.")

Make the performance as unique as you desire. If you have a particular extended technique that you like to use, go ahead and figure out how to add it to the music! Any and all ideas are accepted, as long as they are realized professionally.

You may also use equipment such as loop systems, electronics, and computers to add to your performance. This is a great way to make the performance of a solo instrument more interesting—because with technology, you can create harmony and other musical ideas to play with.

Think about a good closer to the music part of the delivery—"That/this last piece concludes the music portion of this delivery. What did you think?"

Conversation

Be prepared to ask several questions to guide a 5 minute conversation. This conversation is designed to distract the recipient from their environment or condition, so focus on getting them to talk or reminisce, rather than listening to you talk.

For question ideas, see the separate document, "Conversation Starters."

If you're not very good at asking questions, don't feel bad, I'm not either. A good tip is to ask one of the questions on the Conversation Starters sheet, and then listen to what the recipient says. Try to ask two more follow up questions before picking a new question, because this will make the conversation feel more authentic, rather than read from a page.

Keep an eye on the time—try not to go too far over 5 minutes with the recipient, although do not be abrupt in cutting off conversation.

Closing

At the close of the conversation, thank the recipient for their time, and wish them a good day/get well soon. Remind them who the delivery was from. Lastly, hand them a paper copy of the customer survey, and ask them to complete it. Ask them to mail it back to the Brio office, or leader of the business (include a stamped and addressed envelope).

Conversation Starters for Brio Music Delivery

What was your favorite song that I played today? Can you tell me why it's your favorite?

Do you have any happy memories attached to the songs that I played today?

Did you find anything interesting/cool about my performance?

What's your favorite music to listen to?

Do you know how to play music? What do you play?

What's your favorite memory that involves music? (You don't have to tell me if it's private!)

Did your parents or grandparents teach you any folk songs? For example, what did you sing around the campfire?

What's your favorite instrument to listen to? Does it remind you of anything?

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